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ABSTRACT

This report outlines planning activities of the Pahlavi National Library in Iran. Steps taken in the planning process include: proposal, recruitment of consultants and advisors, preparation of background papers, seminar on present conditions and beginning planning, preparation of position papers by consultants, and review. Descriptions are provided of the following organizational areas: (1) Office of Managing Director; (2) popular resources and services; (3) subject resources and services; (4) special resources and services; (5) Library of Medicine; (6) Center for Research in Iranic Studies; (7) library and information science faculty; (8) technical services; (9) operational support services; and (10) administrative support services. Lists of advisory council members and consultants are attached. (KP)

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The Pahlavi National Library of the Future

A Summary of Its Origin, Its Planning, Its Objectives and Its Services

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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ORIGIN AND OBJECTIVES

In 1973, His Imperial Majesty the Shahanshah of Iran issued a decree for the creation of a national library which would serve all of the people of Iran, which would link Iran with all the great libraries of the world, and which would be a model library for other nations. The library was given the dynastic name of its Founder and High Patron—the Pahlavi National Library. The decree called for a library that would take its place among the most modern and best equipped in the world and that would be flexible and progressive in adopting the new ideas and techniques of the future.

The mission of a national library for Iran has been eloquently set forth by His Excellency Shojaeddin Shafa, Deputy Minister of the Imperial Court of Iran for Cultural Affairs, who also bears the title of Managing Director of the Pahlavi National Library. In his speeches and writings on the library, Dr. Shafa has described its spirit, scope and objectives as follows:

"The Pahlavi National Library will be created in Iran and its building will be constructed in the heart of Tehran. This library will not only serve the entire country, but its services will be of a universal nature. It will serve the universal man of today and tomorrow. The Pahlavi National Library will be comprehensive and far reaching in its services, international in scope, and most modern in the employment of advanced technology. It will play a vital role in the realization of Iran's new social, educational, scientific, technical, and economic goals, while preserving its rich national and cultural heritage. The library will act as a dynamic force in Iranian society, will promote reading, education and scholarship and will provide reliable data for decision making at all levels for all people. The Pahlavi National Library will be a national network for rapid and efficient transfer of knowledge and information, will house recorded knowledge in all forms: print and non-print media, original and microfilm, and will utilize the most recent techniques in document and information transmission.

"The Pahlavi National Library must play a more important role than many of the national libraries of western progressive nations. It must function in the capacity of a mother library in

cooperating with other libraries of the country. It will develop equipment and manpower for them, nurture them spiritually and materially, encourage the younger generation to read and learn, assist in the research and study of Iranian society, expand activities for the progress of research in the culture and civilization of Iran, and develop an advanced research capacity in the different times and strata of Iranian society."

OPENING DAY

It is estimated that the library will open its doors, ready for service, within ten years. Based on the recommendations of the Final Report of the Board of Consultants, the library's collections will then include: one million volumes (600,000 titles); 25,000 periodicals and serials; on-line automated retrieval capacity from 20 million citations, with computer terminal display of print and non-print in both roman and Persian alphabets. By the year 2000, the collections will number approximately six million volumes and the staff will total approximately 5,000. The services the library will provide will include electronic networking among libraries and information centers in Iran and around the world. New communications and information technology will be utilized throughout the library: virtually every service activity will be enhanced by computer-processed information and through electronic communication. The estimated size of the library complex, including generous parking facilities, is slightly more than three million square feet. Present plans are to locate the library in the Shahestan Pahlavi, a $3 billion new town being built in the city of Tehran.

PLANNING THE LIBRARY

One of the most impressive features of the development of the Pahlavi National Library has been the planning process itself. For perhaps the first time in history, a nation has set out to plan the simultaneous development of all aspects of a vast new national library: the physical facilities and the equipment; the library's collections and a design for its services; staffing at all levels; and a comprehensive concept of program operation. The

methodology used to develop the plan was equally unique and impressive. Never before in the history of librarianship have so many distinguished leaders in the profession been brought together for so long a period in order to apply their collective knowledge, experience, talent and judgment to a single undertaking.

After several preliminary studies and discussions, the planning project began to take final shape during the last week in calendar year 1974, when Dr. Shafa invited Dr. Sharify to Iran to discuss with him the creation of a Pahlavi National Library complex. Dr. Sharify was given an overview of the project and was asked to submit a proposal showing his approach and method to identify, describe and analyze programs, services and resources for the entire library. The proposal, which was formally submitted on January 26, 1975, was designed to produce a comprehensive report on all aspects of the library's resources, programs and services and to provide specific guidance to architects in designing physical facilities for the library complex. The proposal, which called for a Board of Consultants, was approved at a meeting in Paris in early March, 1975, and Dr. Sharify was designated Chairman.

The task of recruiting more than 100 international consultants and advisers, including experts from the library and information science professions and leading Iranologists, and including 32 Iranians, was begun immediately. An Advisory Council, consisting of twelve professional leaders from eight countries and including representatives of the United Nations, Unesco, and the International Federation of Library Associations, was appointed by the Chairman. The process of selecting individuals to serve as consultants to the library was designed and carried out with meticulous care. Search committees met in the United States and in Europe to analyze the competencies of literally hundreds of specialists in the various areas to be covered. Each proposed name was carefully considered by that person's peers and colleagues. The members of these committees were determined that each consultant be the most knowledgeable and experienced in his assigned area, regardless of his nation of origin or his institutional affiliation. Preben Kirkegaard, Rector of the Royal School of Librarianship in Denmark and President of the International Federation of Library Associations, was a

key adviser on European personnel. Among others, Douglas J. Foskett, Librarian of the University of London Institute of Education, and President of the Library Association; John G. Lorenz, Acting Librarian of Congress, Washington, D. C.; and key staff members of TEBROC, IRANDOC and officers of the Iranian Library Association were also principal advisers on potential personnel for the project. The staffing pattern for the project included: a) consultants who prepared reports in Iran, b) consultants who produced research papers on aspects of the library's collections and services (chiefly international area studies), c) consultants who prepared Briefing Documents, d) consultants who participated in various meetings and committees, and, e) members of the Advisory Council. Principal staff responsibilities were assigned to: the General Editor, Lowell A. Martin; the Program Coordinator, John C. Frantz; the Building Consultant, Frazer G. Poole; the Editorial Consultant for Technology, Joseph Becker; and the Coordinator of Systems Planning, W. Kenneth Lowry.

Orientation Seminar

Iranian librarians, documentalists, and information specialists were closely involved throughout each step in the development of the plan. Before accepting the Chairmanship of the Board of Consultants, Dr. Sharify secured support, advice and encouragement from leading librarians and officials of the Iranian Library Association, who pledged their assistance. As the process of selecting the consultants was proceeding, the Iranian librarians were asked by Dr. Sharify to prepare 29 background papers on selected topics about which the non-Iranians should be fully and accurately informed. These research and state-of-the-art papers ranged from the status of existing libraries and special collections to book production and distribution, literacy, and levels of library research, both completed and in progress. Further, each paper was to contain the best possible projections of future trends in each area to the year 2000.

Following the preparation of these background papers, eleven of the Iranian specialists and consultants participated in a three-day orientation seminar held in mid-July at the Harrison House Conference Center in Glen Cove, New York. Fifty-six interna-

tional consultants and advisers from eleven countries were brought together by the Chairman to examine all aspects of the project.

The theme of the seminar was, "The Challenge of Two Centuries —The Creation of the Pahlavi National Library." It was convened to accomplish four principal purposes: 1) to involve the international consultants and the Iranian specialists in discussions of present conditions in Iran and to expand upon the information contained in the background papers presented by the Iranians; 2) to provide an opportunity for the advisers, the consultants and the Iranian specialists to become better acquainted personally and to exchange professional views; 3) to discuss and clarify basic questions about the nature, scope, collections, programs and services of the Pahlavi National Library and to develop guidelines for answering those questions; and, 4) to plan and begin coordination among the members of the working team in advance, so that work in Tehran could begin productively and without delay.

At the closing general session of the Seminar, the Chairman charged all participants to forget the constraints and traditions of their institutions and to approach their assigned tasks with fresh vision and bold initiatives. They were urged to become philosophers of new concepts and designers of new ideas and poets of new poetry of librarianship, in order to create a great new library to stand in the twentieth century while stretching its arms wide to capture and embrace the reality and imagination of the twenty-first.

Mission in Iran

The actual writing of the individual consultants' draft position papers took place in Tehran during August, 1975. The visiting consultants were provided excellent office space and facilities as well as supporting staff services in a most suitable office building located at Meidan Aryamehr. All were housed at the Imperial and Tehran Palma hotels.

The 44 consultants and advisers arrived in Tehran committed to the Pahlavi National Library and ready to go to work. Each had prepared a preliminary outline for his or her report during the

July Briefing Seminar. These were immediately reviewed and expanded in consultations between the consultants and their Group Leaders. Meetings of each group during the first week of August were directed to interrelationships between the various assignments and to the establishment of spheres of responsibility.

From the second working day, consultants were actively learning about Iran on a first-hand basis. Altogether, they made 204 individual field visits to 73 libraries, educational institutions, and government offices. Practitioners in the field were responsive, informative and congenial. Mr. Daryoush Shafa, Head of the Planning and Construction Division of the Pahlavi National Library, and his associated planners and architects provided background on the physical growth of Tehran, discussed the merits of possible sites for the library, and shared with the visitors their views on Library architecture.

The mission in Iran culminated in the presentation by the Chairman to His Excellency Shafa of a draft of position papers consisting of eleven bound volumes containing more than 2,000 pages. Its content represented 54 individual consultant papers and an introduction by the Chairman. Each of the consultants' papers gave special attention to the manpower, equipment and space needed for the proper operation of the Pahlavi National Library. This draft, entitled, **The Pahlavi National Library of the Future: Its Resources, Services, Programs and Building Requirements,** was delivered on September 1, 1975.

Review Process

In the latter part of August, the Chairman established a formal review committee consisting mainly of Iranian consultants to review the contents of position papers as they were prepared and to provide the Chairman with comments and positive criticism.

Just before leaving Iran, a debriefing conference was scheduled by the Chairman to be held in New York, October 18-19. The participants in this meeting included the six group leaders, the two editors, two coordinators, and four Iranian consultants. The purpose of this working session was five-fold: to review

carefully and discuss in detail the suggestions and recommendations of the Iranian experts on the entirety of the position papers sent to the Chairman on October 5, 1975; to develop the administrative organization of the Pahlavi National Library; to examine the content of existing reports for omission, error or misplaced emphasis; to identify any new material that might be needed; and to define the priorities and procedures required for an orderly and efficient phasing in of the implementation of the total program.

ORGANIZATION OF THE LIBRARY

The Office of the Managing Director

The chief executive officer of the library, the Managing Director, will administer the operations of the library under policy guidance from the Board of Trustees. Four staff level functions will be directly attached to the Office of the Managing Director: 1) the **Office of Planning and Systems Design,** 2) the **Office of Nationwide Library Development,** 3) the **Office of Public Information,** and 4) the **Office of Legal Affairs.** Also assisting the Managing Director is the **Council on Iranian Library Development** which acts in an advisory and coordinating capacity. The Managing Director's Office will also benefit from the contributions of three Assistants with broad responsibilities for the areas of public services, collections and research.

Under the leadership of the Managing Director and his Deputy, the library will have nine Departments. Four of these provide basic services: Popular Resources and Services, Subject Resources and Services, Special Resources and Services, and the Library of Medicine. Two of the Departments are academic in nature: the Faculty of Library and Information Science, and the Center for Research in Iranic Studies. Three Departments provide the necessary supporting operations to make the library run smoothly and economically: Technical Services, Administrative Support Services and Operational Support Services.

Department of Popular Resources and Services

This Department will offer a wide range of books, periodicals, and audiovisual materials for those users who are not specialists or advanced students. To carry out its particular role, the Department is divided into the following Divisions: **User Orientation,** which will greet and guide newcomers; **Public Library,** which will provide a model collection of 100,000 volumes and 10,000 non-print media of interest to the general public; the **Islamic Room,** which will contain the history of the region and of the religion in book, film, recording, and picture form; the **Iran Room,** which will show the progress, programs and opportunities of the country today using multi-media formats; and, **Cultural Programs,** which will present performances, readings, discussions, film showings and exhibits.

Department of Subject Resources and Services

Designed for use by students, specialists, and scholars, this Department will eventually contain six million volumes in a central collection as well as in four subject Divisions and General Reference. These Divisions reflect the major compartments of knowledge and include both the theoretical and applied disciplines. The Department will consist of the following Divisions: **General Reference** for information and resources that are not confined to a single subject; **Humanities and Arts** for history, literature, language, human thought and beliefs, and artistic expression; **Social Science** for sociology, demography, anthropology, geography, worldwide area studies, and for the professions based on such social fields as law, education and library science; **Business and Government** for economics, finance, management, industrial organization, political science and governmental planning; and, **Science and Technology** for the basic physical and biological sciences, and for applied technology in such fields as engineering, medicine, biology, chemistry and agriculture. This Department will also include a **Remote Lending Service** which will use both mail and telecommunications to distribute bibliographies, books and information to individuals througnout Iran.

Department of Special Resources and Services

This Department contains six specific Divisions of the library, each of which has some special feature that requires distinctive physical facilities or staff. Five Divisions are based on the forms of their resources: **Manuscripts, Rare Books, and Archives** for written materials predating printed books, for very early printed books that have value as artifacts, for special collections having integrity as a unit, and for records of transactions not maintained elsewhere as public or private archives; **Audio-Visual** for non-print media such as recordings, films, slides, models, etc.; **Music** for music scores and recordings, sheet music, and books and reference materials in the field of music; **Maps** for all map materials including historical, geological, environmental and topographical maps and globes; and, **Data Base Management** for the acquisition, compiling, maintenance and control of automated data bases in the whole range of subject fields. The sixth Division, **Special Group Services,** will provide printed, Braille and audio-visual materials for persons who are blind, visually or physically handicapped, or confined to hospitals or other institutions.

Library of Medicine

This Department will be physically located in the Imperial Medical Center and is designed to provide comprehensive information services to all medical and health personnel in Iran. Its major function will be to provide direct operational library and information support to the research, teaching and hospital components of the medical center. This Department is designed to satisfy the current and future information requirements of medical faculty, students, researchers, clinicians, nurses, technicians and allied health personnel and also to establish direct dissemination channels to practicing physicians to provide them with current information on professional practices, procedures, and developments. The Department will have four major Divisions to carry out its objectives: **Operational Support, User Services, Bibliographic Services,** and **External Services.**

Center for Research in Iranic Studies

A unique Department of the Pahlavi National Library is the center for advanced research. The plan for this facility will create not only the world's largest and most comprehensive center for Iranic Studies, but it will serve as a model for the development of similar centers devoted to other nations and regions of the world. The creation of such a research center in a national library constitutes a radical innovation in the present concept of scholarship and research which will set standards for the future of international scholarship. Its first task will be to execute a complete survey of the history, the present state, and the future of Iranic research studies in Iran and the world at large. Based on that information, the center will stimulate research projects by Iranian and international scholars, and promote research and training in Iranic studies abroad. Its subject coverage will be comprehensive, including archaeology and art, linguistics, literature, history and social studies. The divisions of the center are: **Research**, which will consist of faculties in archaeology and art, linguistics, literature, history and social science, and the staff of field scouts; **User Services,** including collections and reference services, cataloging and materials preparation; and **External Affairs,** which will sponsor state-of-the-art studies, translation services, conferences and lectures, and visiting scholars programs.

Faculty of Library and Information Science

Plans for library development in Iran, and the creation of the Pahlavi National Library itself, require the training of a large number of librarians, documentalists, archivists and information specialists. This Department will provide Iran with an additional major library school which will supplement and help strengthen the existing schools. It will award degrees through the doctoral level using the national library as a "teaching library." The Divisions of the Department will include: **Instruction,** providing a comprehensive curriculum and teaching program at the professional and library assistant levels with such subject specializations as information science, archives, and educational media; and, **Research**, providing a comprehensive curriculum at the doctoral level, and research into problems facing library development. Responsibility for continuing education is assigned to the **Operations** Division.

Technical Services Department

This Department carries the responsibility for acquisition, bibliographic control, and physical preparation of all materials going into the library's collections. The Department will have two Divisions, one devoted to **Technical Processing,** the second to **Bibliographic Services.** Technical Processing will include the functions of acquisition, copyright deposit, gifts and exchange programs, cataloging, and labelling and marking. The Bibliographic Services function includes the preparation of the Iran National Bibliography, various specialized bibliographies, online computer services accessing the central data bases, and processing systems development for designing, monitoring and evaluating the internal systems of the Department.

Operational Support Services Department

This Department has library-wide responsibility for such activities as: **computer services, networking and communication, publications, media production, conservation, exhibits and displays,** and **translation services.** Because of its scope, a special note should be made of the **Conservation Division** of the Department. This Division, which also functions as a laboratory and research facility, will be a world model for the care, repair, restoration and preservation of library materials, particularly of manuscripts, archives and rare books. In the area of preservation, for example, this unit will: examine factors causing deterioration, particularly in the paper produced in the last 200 years; conduct surveys of rare Persian materials; provide highly specialized training for conservators and provide for the disciplined handling of rare materials by both staff and users; make maximum use of low temperature storage techniques; operate a research and testing laboratory to develop new methods of restoration and preservation; and, conduct a program of making photographic facsimile reproductions, including duplicate archival copies of fragile materials or rare items not otherwise obtainable for the library's collections.

Administrative Support Services Department

This Department provides for the efficient centralization of such library-wide matters as: **personnel, buildings and grounds, financial management, procurement and supply, central office services,** and **conference management.**

FINAL REPORT

The Final Report of the Board of Consultants was delivered to His Excellency Shafa in Tehran in March, 1976. The report consisted of six bound volumes, the last of which contains the architectural and building requirements of the library. These documents are supported by eleven volumes of consultants' position papers. The Final Report will be used as the basis for an international competition to select an architect for the Pahlavi National Library complex. It is also the foundation for detailed planning for implementation of the library programs.

ABOUT THE AUTHOR

Dr. Nasser Sharify is Dean of the Graduate School of Library and Information Science at Pratt Institute in Brooklyn, New York, and has served in that capacity since 1968. Since 1972, he has also served as a trustee of the Brooklyn Public Library. His designation as Chairman of the Pahlavi National Library Board of Consultants took place in March 1975.

He studied French and Persian literature at the University of Tehran before going to the United States where he received a master's and doctoral degree in Library Science at Columbia University.

Before he joined Pratt Institute, Dr. Sharify held professional, academic and administrative posts in such institutions as the Library of Congress, the State University of New York, the University of Pittsburgh, and UNESCO headquarters in Paris. In Iran he served as Director General of the Ministry of Education, Director General of the National Library, and Deputy Director of the Library of Parliament.

Dr. Sharify has also served as chairman of two groups of international consultants who prepared comprehensive plans for the Teachers' Training College in Iran in 1973 and for National University of Iran in 1974. As a UNESCO consultant, he helped to create Morocco's first school of information science in 1974.

He has been active in the American Library Association and IFLA and is currently Vice President of the Library School section of IFLA.

Dr. Sharity has contributed extensively to library literature and is author of many books and articles in the field of librarianship. He is currently a member of the Advisory Board of the Encyclopedia of Library and Information Science.

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